

City of Sunnyvale
Program Performance Budget

Program 710 - Financial Management and Analysis

Program Performance Statement

Maintain a strong, secure financial position for the City through the fiscal stewardship of City resources, by:

- Providing financial analysis/expertise to the City Council and executive leadership to ensure fiscally sound decision-making,
- Maintaining and enhancing City-wide internal controls,
- Ensuring the proper recording and use of City funds,
- Performing systematic compliance reviews to ensure major revenues are remitted properly to the City,
- Providing fiscal impact analysis of internal and external actions affecting the City,
- Regularly monitoring city-wide revenues and expenditures for compliance with established fiscal policies, and
- Performing fiduciary/compliance audits of City financial transactions for security, cost effectiveness, and compliance to City, State, and Federal policies, regulations, and laws.

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Program Measures

Quality

	<u>Priority</u>	<u>2006/2007 Adopted</u>	<u>2007/2008 Current</u>
* City maintains a Standard and Poor's Issuer Credit Rating of AA+ throughout the fiscal year. - Percent of Year Rating is Maintained	I	100.00%	100.00%
* An overall customer satisfaction rating of satisfied/very satisfied for timeliness and thoroughness of financial analyses is achieved. - Percent Satisfied/Very Satisfied	I	85.00%	85.00%
* Necessary follow-up actions related to revenue and expenditure monitoring are taken within 30 days. - Percent of Time - Number of Days	I	95.00% 30.00	95.00% 30.00

Productivity

* Fiduciary/compliance audits are completed according to plan. - Percent Completed	M	80.00%	80.00%
* Requests for fiscal impact analyses are completed within the timeframe required by the requestor. - Percent Completed - Number of Requests	C	90.00% 45.00	90.00% 45.00
* Legislative issues, identified as having potential impacts, are analyzed and the appropriate action taken. - Issues Analyzed - Total Number of Legislative Issues	I	85.00% 5.00	85.00% 5.00
* A report highlighting major revenues and expenditures is distributed to the City Manager and City Council within 10 days after the end of each accounting period. - Percent of Time - Reports Distributed	D	85.00% 12.00	85.00% 12.00

Cost Effectiveness

* Annual cost savings directly attributed to fiduciary/compliance audits are 25% of fiduciary/compliance audit costs. - Percent of Audit Costs - Savings Found Due to Audits	I	25.00% \$23,388.00	25.00% \$23,388.00
* Completed revenue audits generate a 200% return on investment. - Percent Return - Total Revenue Generated	D	200.00% \$140,000.00	200.00% \$140,000.00

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Program Measures

Financial

* Actual total expenditures for Financial Management and Analysis will not exceed planned program expenditures.

- Total Program Expenditures

Priority	2006/2007 Adopted	2007/2008 Current
C		
	\$662,498.00	\$683,762.00

Priority Legend

M: Mandatory
C: Council Highest Priority
I: Important
D: Desirable

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Service Delivery Plan 71011 - City-Wide Oversight on Fiscal Strategies

Provide financial expertise to City Leadership/Management to ensure fiscally-sound decision making, by:

- Developing and implementing fiscal strategies and proposing policies that maximize benefit to the City and minimize adverse fiscal impacts,
- Serving as the Chief Financial Officer to maintain fiduciary relationships with the City's business partners,
- Maintaining and enhancing City-wide internal controls,
- Overseeing the proper collection, disbursement and use of the City's funds,
- Performing on-going fiscal impact analysis of major issues that may affect the City's finances and fiscal position,
- Providing Redevelopment Agency treasury services for the financing of redevelopment activities, and the accounting of Agency funding, and
- Performing fiscal impact analysis of personnel-related issues such as employee salary/benefit proposals and retirement contract costs.

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Service Delivery Plan 71011 - City-Wide Oversight on Fiscal Strategies

	2006/2007 Adopted	2007/2008 Current
Activity 710150 - Provide Strategic Analysis of Major Fiscal Issues		
Product: An Issue Addressed		
Costs:	\$36,011	\$38,702
Products:	5	5
Work Hours:	250	250
Product Cost:	\$7,202.12	\$7,740.39
Work Hours/Product:	50.00	50.00
Activity 710160 - Provide Chief Financial Officer Services for the Proper Collection, Disbursement and Use of City Funds		
Product: A Work Hour		
Costs:	\$28,808	\$30,962
Products:	200	200
Work Hours:	200	200
Product Cost:	\$144.04	\$154.81
Work Hours/Product:	1.00	1.00
Activity 710170 - Provide Fiscal Services as Treasurer for Redevelopment Agency		
Product: A Work Hour		
Costs:	\$21,606	\$23,221
Products:	150	150
Work Hours:	150	150
Product Cost:	\$144.04	\$154.81
Work Hours/Product:	1.00	1.00

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Service Delivery Plan 71011 - City-Wide Oversight on Fiscal Strategies

	2006/2007 Adopted	2007/2008 Current
Activity 710180, 710181, 710182, 710183 - Provide Fiscal Analysis of Personnel-Related Services		
Product: An Analysis Provided		
Costs:	\$28,711	\$30,326
Products:	5	5
Work Hours:	150	150
Product Cost:	\$5,742.27	\$6,065.23
Work Hours/Product:	30.00	30.00
Activity 710190 - Monitor Terms of Development-Related Agreements		
Product: A Work Hour		
Costs:	\$62,598	\$63,289
Products:	275	275
Work Hours:	275	275
Product Cost:	\$227.63	\$230.14
Work Hours/Product:	1.00	1.00
Activity 710710 - Maintain and Enhance City-Wide Internal Controls		
Product: An Issue Analyzed		
Costs:	\$19,032	\$19,836
Products:	15	15
Work Hours:	225	225
Product Cost:	\$1,268.78	\$1,322.38
Work Hours/Product:	15.00	15.00
Totals for Service Delivery Plan 71011 - City-Wide Oversight on Fiscal Strategies		
Costs:	\$196,767	\$206,336
Hours:	1,250	1,250

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Service Delivery Plan 71012 - Fiscal Impact Analysis of Internal/External Actions Affecting the City

Evaluate the fiscal impacts of internal and external actions facing the City, by:

- Reviewing pending decisions of regional, state and national regulatory and intergovernmental bodies for potential City impacts,
- Analyzing proposed state and federal legislation and taking appropriate advocacy steps to effect favorable outcomes for the City,
- Providing fiscal impact analysis to requesting departments arising from proposed or actual changes in state and federal legislation/regulation, and
- Conducting special project analyses and studies for the City Council and City management staff.

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Service Delivery Plan 71012 - Fiscal Impact Analysis of Internal/External Actions Affecting the City

	2006/2007 Adopted	2007/2008 Current
Activity 710200 - Provide Assistance to Council and City Manager's Office on Intergovernmental Fiscal Matters		
Product: An Assistance Provided		
Costs:	\$10,996	\$11,622
Products:	6	6
Work Hours:	125	125
Product Cost:	\$1,832.67	\$1,936.96
Work Hours/Product:	20.83	20.83
Activity 710210 - Provide Fiscal Impact Analysis of Proposed Federal and State Legislation		
Product: An Analyzed Proposed Legislation		
Costs:	\$15,029	\$15,721
Products:	12	12
Work Hours:	200	200
Product Cost:	\$1,252.45	\$1,310.04
Work Hours/Product:	16.67	16.67
Activity 710220 - Provide Fiscal Impact Analysis In Response to Department Requests		
Product: An Analysis Provided		
Costs:	\$23,729	\$24,461
Products:	15	15
Work Hours:	325	325
Product Cost:	\$1,581.91	\$1,630.71
Work Hours/Product:	21.67	21.67

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Service Delivery Plan 71012 - Fiscal Impact Analysis of Internal/External Actions Affecting the City

	2006/2007 Adopted	2007/2008 Current
Activity 710230 - Provide Fiscal Impact Analysis of Issues as Identified by the Director of Finance		
Product: An Issue Analyzed		
Costs:	\$31,471	\$32,617
Products:	14	14
Work Hours:	425	425
Product Cost:	\$2,247.92	\$2,329.77
Work Hours/Product:	30.36	30.36
Activity 710240 - Complete In-Depth Analyses and Reports		
Product: A Completed Report		
Costs:	\$47,745	\$49,612
Products:	3	3
Work Hours:	630	630
Product Cost:	\$15,915.06	\$16,537.43
Work Hours/Product:	210.00	210.00
Totals for Service Delivery Plan 71012 - Fiscal Impact Analysis of Internal/External Actions Affecting the City		
Costs:	\$128,970	\$134,032
Hours:	1,705	1,705

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Service Delivery Plan 71013 - Revenue and Expenditure Management and Analysis

Ensure that City revenues and expenditures are properly received and accounted for, by:

- Performing systematic and comprehensive review of external revenue collection and allocation methodologies for property tax, sales tax, transient occupancy tax, utility users tax, and other major revenue sources,
- Verifying that any misallocated or unreported revenues are rightfully returned to the City in a timely fashion, and
- Conducting monthly reviews of Citywide revenues and expenditures to compare budget to actual amounts, identify trends, monitor for compliance with established fiscal policies, and to take corrective actions on defined issues.

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Service Delivery Plan 71013 - Revenue and Expenditure Management and Analysis

	2006/2007 Adopted	2007/2008 Current
Activity 710300 - Conduct Audits of Major Revenue Sources		
Product: A Revenue Audit Conducted		
Costs:	\$70,042	\$69,980
Products:	3	3
Work Hours:	330	330
Product Cost:	\$23,347.19	\$23,326.72
Work Hours/Product:	110.00	110.00
Activity 710310 - Conduct Compliance Reviews of Individual Service Providers Remitting Tax to the City		
Product: A Compliance Review Conducted		
Costs:	\$58,628	\$59,411
Products:	2	2
Work Hours:	250	250
Product Cost:	\$29,313.76	\$29,705.66
Work Hours/Product:	125.00	125.00
Activity 710320 - Analyze Budget-to-Actual Amounts for Major Revenue Sources Each Accounting Period		
Product: An Analysis Conducted		
Costs:	\$16,528	\$17,266
Products:	14	14
Work Hours:	225	225
Product Cost:	\$1,180.60	\$1,233.28
Work Hours/Product:	16.07	16.07

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Service Delivery Plan 71013 - Revenue and Expenditure Management and Analysis

	2006/2007 Adopted	2007/2008 Current
Activity 710330 - Analyze Budget-to-Actual for City Expenditures Each Accounting Period		
Product: An Analysis Conducted		
Costs:	\$16,528	\$17,266
Products:	14	14
Work Hours:	225	225
 Product Cost:	 \$1,180.60	 \$1,233.28
Work Hours/Product:	16.07	16.07
 Activity 710340 - Prepare Accounting Period Financial Report		
Product: A Report Prepared		
Costs:	\$8,343	\$8,778
Products:	12	12
Work Hours:	115	115
 Product Cost:	 \$695.22	 \$731.53
Work Hours/Product:	9.58	9.58
 Totals for Service Delivery Plan 71013 - Revenue and Expenditure Management and Analysis		
 Costs:	 \$170,069	 \$172,702
Hours:	1,145	1,145

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Service Delivery Plan 71014 - Management and Support Services

Provide management and supervision activities, by:

- Ensuring adequate staffing of all positions to meet program goals,
- Providing timely and meaningful performance feedback to employees to improve program efficiency and effectiveness,
- Communicating consistently with staff regarding program operations through regular staff meetings, and
- Effectively contributing to organizational improvement.

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Service Delivery Plan 71014 - Management and Support Services

	2006/2007 Adopted	2007/2008 Current
Activity 710400 - Management and Supervisory Services		
Product: A Work Hour		
Costs:	\$32,826	\$34,578
Products:	350	350
Work Hours:	350	350
Product Cost:	\$93.79	\$98.79
Work Hours/Product:	1.00	1.00
Activity 710410 - Department and Citywide Assignments		
Product: An Assignment Completed		
Costs:	\$20,809	\$21,881
Products:	17	17
Work Hours:	250	250
Product Cost:	\$1,224.05	\$1,287.10
Work Hours/Product:	14.71	14.71
Activity 710420 - Staff Training and Development		
Product: A Training Hour		
Costs:	\$8,411	\$8,684
Products:	105	105
Work Hours:	105	105
Product Cost:	\$80.11	\$82.70
Work Hours/Product:	1.00	1.00

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Service Delivery Plan 71014 - Management and Support Services

	2006/2007 Adopted	2007/2008 Current
Activity 710430 - Research and Respond to Public Information Requests		
Product: An Information Request		
Costs:	\$11,095	\$11,609
Products:	20	20
Work Hours:	150	150
 Product Cost:	 \$554.74	 \$580.46
Work Hours/Product:	7.50	7.50
Totals for Service Delivery Plan 71014 - Management and Support Services		
 Costs:	 \$73,141	 \$76,752
Hours:	855	855

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Service Delivery Plan 71015 - Fiduciary/Compliance Auditing

Perform fiduciary/compliance audits of City financial transactions for security, cost effectiveness, and compliance to City, State, and Federal policies, regulations, and laws, by:

- Evaluating internal/external control systems in place for cash management and security,
- Evaluating City financial transactions to ensure all applicable federal, state, and city requirements and laws are followed, and
- Evaluating financial transactions for cost effectiveness.

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Service Delivery Plan 71015 - Fiduciary/Compliance Auditing

	2006/2007 Adopted	2007/2008 Current
Activity 710500 - Conduct Initial Fiduciary/Operational Audits		
Product: An Audit Completed		
Costs:	\$72,151	\$72,345
Products:	4	4
Work Hours:	275	275
Product Cost:	\$18,037.71	\$18,086.35
Work Hours/Product:	68.75	68.75
Activity 710510 - Conduct Follow-Up Fiduciary/Operational Audits		
Product: An Audit Completed		
Costs:	\$7,782	\$7,853
Products:	2	2
Work Hours:	100	100
Product Cost:	\$3,891.07	\$3,926.43
Work Hours/Product:	50.00	50.00
Activity 710520 - Fiduciary/Operational Audit Implementation Assistance		
Product: An Assistance Provided		
Costs:	\$7,782	\$7,853
Products:	2	2
Work Hours:	100	100
Product Cost:	\$3,891.07	\$3,926.43
Work Hours/Product:	50.00	50.00

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Service Delivery Plan 71015 - Fiduciary/Compliance Auditing

	2006/2007 Adopted	2007/2008 Current
Activity 710530 - Conduct Quarterly Cash Audits		
Product: An Audit Completed		
Costs:	\$5,837	\$5,890
Products:	4	4
Work Hours:	75	75
 Product Cost:	 \$1,459.15	 \$1,472.41
Work Hours/Product:	18.75	18.75
 Totals for Service Delivery Plan 71015 - Fiduciary/Compliance Auditing		
Costs:	\$93,552	\$93,941
Hours:	550	550
 Totals for Program 710		
Costs:	\$662,498	\$683,762
Hours:	5,505	5,505